



media  
education  
group

# Annual Report 2023 – 2024

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## Board Chair Message

I hope this finds you and your loved ones well.

Over the past year, Team TVO delivered big things for learners and all Ontarians:

- We developed reams of content for young families and those in underserved communities – new documentaries, kids programming, and much more groundbreaking content on-air and online.
- We developed additional digital learning courses in step with Ontario’s curriculum as it evolves to meet changing needs.
- We expanded our international presence in online education, generating increased revenue to be reinvested in educational resources here at home.
- And we grew our audience and subscriber numbers on a host of platforms with a digital-first approach that meets audiences where they are.

On behalf of the Board of Directors, sincere thanks to everyone that made possible these achievements and so many others: our employees, our ministry funders, sponsors and partners, and the tens of thousands of donors who share TVO’s vision of a world inspired by the power of learning.

As you read the following pages, I hope you will be excited, as we are, by this venerable institution’s renewed vibrancy and sense of purpose. Together, we are inspiring learning that changes lives and enriches communities.

Very best,

Chris Day

Chair, TVO Board of Directors

## CEO Message

TVO means a variety of things to people across Ontario. It's where students find help with their schoolwork through our curriculum-linked learning materials and certified tutors. It's where people of all ages go to be entertained and educated by our acclaimed documentaries. It's where kids begin to learn about the world around them through our award-winning children's programming. And it's where people from all walks of life turn for our TVO Today team's insightful analysis of important issues. It's where imagination is stimulated, curiosity is cultivated, and personal growth happens.

As CEO of TVO Media Education Group, I see this wide range of content and services through the lens of how each element contributes to achieving TVO's purpose – inspiring learning that changes lives and enriches communities. It is this purpose that drives everything we do as an organization.

As I reflect on the 2023-24 fiscal year, I think of it as a year of challenges and accomplishments. We weathered an 11-week strike that was a difficult time for everyone – management, employees, and audiences alike. While we were ultimately able to arrive at a resolution that was acceptable to all, there were many lessons learned along the way and much work required to restore relationships that inevitably break down during work stoppages.

Despite these challenges, 2023-24 was also a year of accomplishments. One of the most significant of which was the progress we made in breaking down internal silos that had developed over the years. The two content teams that produce TVO's public affairs programming and digital learning resources had each been making great progress and producing outstanding content for their respective platforms and audiences. But candidly, we were missing opportunities for the two teams to collaborate on projects that could make our content even better. The integrated planning process we implemented this year has facilitated a number of joint projects such as *Ontario Chronicles* (described later in this report) where our public affairs producers collaborated with the curriculum specialists on our digital learning team to develop a series of short videos about our province that have been featured on our YouTube and broadcast channels and included in the high school History courses we developed for the Ministry of Education. This collaboration has improved our efficiency, increased the TVO intellectual property in our courses, and improved the quality of our content across all our platforms.

Over the course of the year, we updated and augmented our library of digital learning materials by developing learning resources that reflect the new Ontario Language curriculum for students in Grades 1-8, updating our Social Studies resources for students in Grades 1-3, and developing 12 teacher-led high school courses for the Ministry of Education in Math, Science, Business, and the Humanities. In addition, our TVO Mathify tutoring program provided 187,000 math tutoring sessions for students in Grades 4-12, an increase of 12% over last year.

TVO ILC also made significant progress this year, surpassing 32,000 course enrolments and building on the improvement seen last year by achieving a 74% customer satisfaction rating from students. The ILC also had its best-ever year internationally, leveraging the strong reputation of Ontario's education system to generate revenue by offering online credit courses to students in 80 countries around the world. This year, ILC revenue from international sales increased by 24% to \$1.3 million – funds that will be re-invested into education and dynamic learning here in Ontario.

2023-24 also saw considerable growth in our public affairs content offerings, with nearly one million podcast downloads and over 400,000 subscriptions to our TVO Today YouTube channels. We also increased average audience watch time on our new videos and reached 4.4 million views on our TVO Today YouTube channels.

It was also a year notable for industry recognition of our work as TVO received 22 nominations at the 2024 Canadian Screen Awards. Nominations for TVO Original documentaries included *Charlotte's Castle* for Best Documentary Program, *Category: Woman* for Best Social/Political Documentary Program, and our *Water Brothers* series for Best Science or Nature Documentary Program or Series.

On the TVOkids side, perennial favourite *PAW Patrol* received four nominations, with *Wild Kratts* and *All-Round Champion* also receiving multiple nominations. The TVOkids team and our digital innovation team were also honoured that our TVOkids smart TV app was awarded the Kidscreen award for 'Best Kids-Only Streaming Service.' These and other industry recognitions helped us reach nearly 250,000 subscriptions to our TVOkids YouTube channel and serve as a reminder of TVOkids' reputation as industry leaders in kids programming.

So, while 2023-24 was a year of challenges, it was also a year of significant progress and achievement. I believe that the experience we gained, the lessons we learned and the successes we had have helped make TVO Media Education Group a stronger organization. In closing, I would like to thank our Chair, Chris Day, and our Board of Directors for their leadership and guidance throughout the year. It remains an honour to work with them toward our shared goal of making TVO the best it can be. I would also like to thank the thousands of donors and corporate sponsors whose support continues to make a difference, and the entire TVO team, whose dedication and commitment continue to make me proud.

Sincerely,

Jeffrey L. Orridge  
Chief Executive Officer

## Our Operations

To deliver on our impact, TVO strives to ensure our internal operations are effective and efficient. We explore, transform, and innovate with our digital-first operational processes to ensure we have a strong foundation for our programs and initiatives.

This year, we undertook several large-scale projects that allow TVO to effectively deliver on our key initiatives:

- The Digital Media Solutions project has been an ongoing, pan-organizational initiative that will modernize and simplify the infrastructure that supports content production and publication. As one of the most substantial technology projects that we have undertaken in decades, this new platform replaces numerous legacy systems and reduced publishing times by over 300%.
- We undertook significant modernization and worked to elevate our capabilities across all technology areas including our IT infrastructure, advancements in cloud adoption, and data analytics. Additional work has been done to adopt test automation and stay current with new developments in this technology space.
- On the finance side, we migrated to a new cloud-based accounting system that allows for better integration with other software products and provides increased flexibility in supporting TVO's operations.

Supporting these efforts is a collaborative mindset across the organization. We continue to make strides in breaking down silos by finding synergies between teams. This includes the rebuilding of departments, including our Impact Division made up of marketing, communications, and philanthropy. This move brought together, under consolidated leadership, TVO's storytellers and stewards of our social impact with an aim to increase our brand awareness. Elsewhere in the organization, we created new roles to oversee our mandate to create more TVO-owned intellectual property (IP) and ensure equity and accessibility. These roles create a bridge between Digital Learning and Programming & Content that have already delivered on integrated and collaborative initiatives.

If change is the only constant, we embrace its transformative effects in making us improve and grow stronger.

## Digital Learning: Prioritizing Collaboration

We took collaboration to a new level this year at TVO to expand our digital offerings in new and unique ways. We dug into the rich repository of TVO’s intellectual property (IP) to find where we could infuse even more of our owned assets into our content, thus reducing our reliance on third-party content. This year, over 300 TVO assets were in production or completed, and added to TVO courses.

By updating and expanding on our content on different platforms, we extended our reach even further – meaning that learners will benefit from having multiple pathways to access our engaging learning resources.

Launched jointly by our Digital Learning and Programming & Content teams was **Ontario Chronicle**, a multi-platform video series that demonstrates the positive outcomes of this kind of collaboration. The video series delves into lesser-known stories of Ontario’s history, as told by host Steve Paikin. Its goal is to connect the Ontario of yesterday to today, with stories that range from the dramatic to the oddball – but they all deeply inform the present state of the province using curriculum-linked content.

This is a good example of how we are maximizing our content and making it available across all our platforms – not only within the courses we develop for the Ministry of Education, but also made available on YouTube, TVO.org, within episodes of *The Agenda*, and broadcast interstitials.

### Our Digital Learning Portfolio

A key component of TVO’s digital learning portfolio is the catalogue of elementary and secondary course materials we have developed. Our online courses have been described as the ‘gold standard’ in Canada, and expanding our catalogue is a top priority for TVO.

Here are some of the ways we deliver excellence in our digital learning offerings:

#### **TVO ILC**

As the Ontario Ministry of Education’s award-winning partner in distance education, TVO ILC aims to create engaging learning experiences for all, delivered through high-quality educational content and services. Founded in 1926, TVO ILC has a long history of supporting student academic success and development across Ontario and around the world. It is recognized by the Ontario Universities' Application Centre (OUAC) and EduCanada, the official Government of Canada resource for international students and researchers looking to study in Canada.

In 2023-24, TVO ILC:

- Serviced more than 32,000 learners from across Ontario and more than 80 countries around the world
- Created and delivered 11 new courses, including three new ESL courses

- Developed a new, streamlined course launch process, allowing us to launch new courses two times a year to coincide with the start of each new semester
- Awarded the Ontario Secondary School Diploma to 173 students

### **TVO Learn**

TVO Learn encompasses a portfolio of products and services that allows students to access high-quality, teacher-taught online resources, no matter where they live or go to school. These resources are not intended to replace in-person classroom learning, but act as a complement to classroom learning and make the student’s journey through Ontario’s curriculum a successful one.

The TVO Learn website was initially designed during the pandemic to be the portal through which TVO’s curriculum-linked learning resources could be accessed by students working online. As our user data has improved, several advancements have been identified that will help make our content more intuitively searchable and findable.

TVO Learn’s portfolio includes the following:

<b>Elementary course packs:</b>	<ul style="list-style-type: none"> <li>• This year, we developed and completed new Language materials based on the latest curriculum for Grades 1 to 8 (including new language videos)</li> <li>• We made curriculum-based updates for Social Studies Grades 1 to 3 and Grade 6.</li> </ul>
<b>Secondary courses:</b>	<ul style="list-style-type: none"> <li>• We delivered updates to 12 secondary, teacher-led courses for the ministry, including de-streamed Mathematics, de-streamed Science, Business, and Humanities</li> <li>• We embarked on a new partnership with the Ministry of Education to deliver both French Immersion and French Core courses, including the creation of a new French team to support the work</li> </ul>
<b>TVO Mathify:</b>	<ul style="list-style-type: none"> <li>• TVO Mathify, our acclaimed free 1:1 online math tutoring service with Ontario Certified Teachers, gives students the opportunity to practice and learn math skills. Long one of TVO’s most trusted learning products, Mathify is in the process of being updated with enhanced functionality to make it digitally linked to ILC and other course material, providing access to new resource for students.</li> <li>• In 2023-24, Mathify tutors supported learners in more than 187,000 chat sessions, an increase of 12% over last year.</li> </ul>
<b>TVO mPower:</b>	<ul style="list-style-type: none"> <li>• Supporting gamified learning for Kindergarten through Grade 6, this suite of 70+ games bridge math learning from school to home with fun, curriculum-aligned content in math and other subjects.</li> </ul>

	<ul style="list-style-type: none"><li>• This year we turned our focus to updating some of our old flash games with new visuals, SFX, and added accessibility features. In addition to the functional upgrades, we built in audits and equity reviews. Choo Choo Choices and Clip Clop Puzzler were relaunched as the first revamped games, with more underway for delivery next fiscal.</li></ul>
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**GED**

This year, we wound up our operations as the provincial provider of the GED®. Over the transition period towards the closure of GED®, TVO supported learners to earn their Ontario Secondary School Equivalency signed by the Minister of Education. Looking ahead, the GED® will be replaced by the Canadian Adult Education Credential (CAEC), which will be managed by TVO.

## TVOkids

TVOkids is an important and trusted pillar of TVO’s brand, where preparing children for success in life is integral to our mandate.

TVOkids continues to be a leader in the kind of children’s programming that is both inclusive and consultative, while showcasing a diversity of lived experiences. For example, *Dream It to Be It* is a series that offers wish fulfillment for kids of all abilities who are able to explore and try new things, bringing their hearts’ desires into being.

This year, the TVOkids and Curriculum teams worked closely to deliver exciting new programming. Here are some examples:

- The Ontario curriculum’s focus on skills development is reflected in shows such as *Mia and Codie* where coding principles are introduced to preschoolers. *Trading Skills*, currently in production, will introduce six- to nine-year-olds to career paths in the trades that they may not otherwise know about.
- Shows like *Green Squad* are more STEM-focused, following a team of passionate young environmental advocates. This is a timely series that offers actionable and practical solutions so that kids can better understand climate change, while motivating them and their families to make fun, eco-friendly lifestyle changes for a healthier planet.

It was a productive and busy year for the TVOkids team with the number of TVO Originals that were added to the roster:

TVOkids Originals Added in 2023-24	
<i>Dream It to Be It</i>	<i>ABC Singalong (Season 3)</i>
<i>Galapagos X</i>	<i>Dr. Cheddar (Season 2)</i>
<i>Green Squad</i>	<i>Curious Crafting (Season 2)</i>
<i>Interstellar Ella</i>	<i>Five Ingredient Challenge (Season 2)</i>
<i>Mia and Codie</i>	<i>Sunny’s Quest (Season 2)</i>
<i>Project Rube</i>	
<i>Riley Rocket</i>	
<i>Tiny and Tall</i>	

### Reaching Tweens and Teens

TVOkids broadened our traditional target audience (ages 2-9) to include tweens and older kids. This is where *Know Brainers* comes in, a YouTube series designed specifically to meet the evolving learning needs of today’s tweens and teens. The hosts are curious non-experts who tackle scientific, technological, and social challenges in fun and rewarding

ways. Each episode invites viewers to participate in inquiry-based thinking, with educational content that connects to the Ontario curriculum in authentic ways. Beyond curriculum, the series also embeds social and emotional learning in each episode, delivering powerful life lessons that resonate with students on a human level.

**TVOkids: Our Digital Presence**

Our channels offer the full range of TVOkids programming as well as curated playlists to match special dates, holidays, and cultural celebrations. While it’s paramount to create content that resonates with our young audiences, it’s just as critical that we reach them on the right platforms. In addition to broadcast, we continue to launch all our programming simultaneously on our YouTube channels where subscriptions are increasing year over year: the TVOkids YouTube channel now has over 244,000 subscriptions and the TVOkids Paw Patrol YouTube channel clocks in at over 352,000 subscriptions.

The TVOkids Smart TV app won *Best Kids-Only Streaming Service* at the Kidscreen Awards, a high-profile celebration of children’s content excellence paying tribute to outstanding TV and digital media work that keeps kids and families entertained worldwide. This win is a testament to the dedicated work and finessing efforts of the digital channel teams. We are looking forward to getting our TVOkids Smart TV app into the app stores in the coming year.

**Awards**

TVOkids continues to be a recognized leader in children’s programming, garnering multiple awards from the 2024 Canadian Screen Awards for three of our top shows:

Best Animated Series	<i>Wild Kratts</i>
Best Preschool Series	<i>Paw Patrol</i>
Best Writing, Animation	
Best Sound, Animation	
Best Performance, Animation	
Best Children’s or Youth Non-Fiction Series	<i>All-Round Champion</i>
Best Picture Editing	

## TVO Today

TVO Today is the immersive home for quality current affairs journalism, including award-winning documentaries, podcasts, and video series. Again this year, we offered compelling and informative content that continues to provide our audiences with a window into the lived experiences of others and perspectives that may help our audiences better understand the province and the world they live in.

### TVO Documentaries

TVO documentaries are a go-to for audiences and filmmakers alike. This year, we added to the caliber of our Docs team, bringing together a group of talented and highly experienced individuals. This new team ensures we are well positioned to elevate TVO's leadership in the documentary world. As we acquire and commission educational and social programming for TVO's digital, broadcast, and OTT platforms, we will continue to focus on amplifying the voices of inspiring and diverse filmmakers while also delivering high-quality, engaging content to a broader and younger audience base.

Our noteworthy TVO Original documentaries and series covered a broad range of topics in 2023-24, giving us glimpses into lives and landscapes:

- ***Big Fight in Little Chinatown***: A powerful documentary that explores the fight to save Chinatowns across North America.
- ***Charlotte's Castle***: A cast of unlikely activists wages war to hang onto their homes in Toronto's historic Spadina Gardens, a remarkable upscale rental building that's been purchased by Dutch developers.
- ***Crossroads: Beyond Boom & Bust***: This season-two series explores how Ontario's small towns are able to survive big industrial, social, and cultural changes.
- ***Crush: Message in a Bottle***: A year in the life of eco-conscious, artisanal winemakers and growers in Ontario's Niagara region, documenting the changing rhythms and challenges of each season, showing what it takes to produce exceptional and ethical wine.
- ***The Life-Sized City***: This five-part series explores the anatomy and vibrancy of the modern metropolis and what it means to create healthy human habitats.
- ***Main Street Ontario (Season 3)***: This short video series visits big cities and small towns across Ontario revealing the landmarks and the people that make each place unique.
- ***TRIPPING: Train 185***: This in-real-time documentary lets viewers climb aboard North America's last operating Budd cars for a 480-kilometre journey through the heart of the northern Ontario wilderness.

- **Yearbook:** This series follows the meaningful and nostalgic journeys back to people's youth as they attempt to reconnect with key people from their school days.
- **Water Brothers:** We were delighted that *Water Brothers* won the **Rob Stewart Award for Best Science or Nature Documentary Program or Series** at the Canadian Screen Awards. This six-episode series was filmed entirely in Ontario, where brothers Alex and Tyler Mifflin devote their time as conservationists, scientists, and citizens who dive into the problems and search for the solutions to better protect our most precious resource on earth.

## Podcasts

We achieved new levels with our podcasts this year. With a collective total of nearly 978,000 downloads, and multiple top billings in key podcast media and newsletters, it is clear people are listening to what we are offering.

- **#onpoli:** This is our flagship podcast that continues to be a big draw, hosted by our in-house political experts Steve Paikin and John Michael McGrath. In addition, we now also offer an audio version of *The Agenda with Steve Paikin* for our listening audience.
- **The Ultimate Choice:** This six-part docuseries produced in conjunction with the Investigative Journalism Bureau and The Toronto Star, takes a deep journey into the complicated, conflicted, and often heartbreaking questions surrounding medically assisted dying (MAID) in Canada. The podcast goes into one person's story and beyond, revealing the political and ethical stakes behind Canada's debate to expand MAID.
- **Screen Time – The Battle for Reality:** Into its second season, this six-part podcast series explores the murky world of online conspiracy theories and misinformation, while exposing bad actors trying to distort the truth for personal gain. The podcast series dropped on the two-year anniversary of attack on the US Capitol and ended on the eve of the two-year anniversary of the Freedom Convoy in Ottawa and as news headlines were full of concerns about disinformation and conspiracy theories fueling these very serious events.
- **In Our Heads:** Also produced in partnership with the Investigative Journalism Bureau and The Toronto Star, this new podcast looks at the unprecedented mental health crisis that Canadian youth are facing. With insight and compassion, it illuminates the causes, challenges, and risks of ongoing systemic gaps in mental healthcare.
- **Unascertained:** We released a special bonus episode examining the Ontario coroner's inquest into Soleiman Faqiri's tragic death while in custody inside an Ontario prison. Just shy of the seven-year anniversary of Soleiman's death, his family finally gets answers to what happened inside his jail cell that day after the coroner changes the cause of death from "unascertained" to homicide.

## Digital Video

TVO Today's digital video content is developed to meet the needs of our unique audiences, while creating content that serves our learning goals. Examples include:

- **#onpoli:** Our weekly podcast all about Ontario politics is now being aired on the network on Friday nights; it was also launched on YouTube this year while continuing to publish on podcast players. The hosts are having fun with the new visual format, and the viewers love it, too – even sending in comments and actual letters for Steve and John Michael to read on air.
- **Nerds on Politics:** Our very popular *Nerds on Politics* series is expanding with the addition of our new *Nerds on Money* and *Nerds on Health* with topics like “File your Taxes” and “How does Ontario’s Health Care System Work?”
- **NDN POV:** This video series takes a sharp and unflinching look at key and sometimes controversial issues through the eyes of Indigenous peoples in Canada. The series serves the underserved Indigenous community but equally importantly, it serves to provide important context and understanding for non-Indigenous Ontarians. This important and timely series will also be incorporated into curriculum content.
- **Unravelled:** This series takes you through the historical and contemporary factors contributing to the rise of far-right ideologies. From the seldom-discussed Canadian context of extremism to the shocking speed of radicalization, *Unravelled* sheds light on the defensive violence mindset and the exclusionary practices deeply rooted in the nation’s history.
- **Art Lives:** Continuing our successful partnership with Aga Khan Museum and the podcast *This Being Human*, this digital video series tells the life stories of eight Ontario Muslim artists through their work.
- **What is? Explainers:** We rebooted our *What Is?* explainer series with new a look and energy, and a new YouTuber host. We evolved this series for better audience engagement based on YouTube data and research.
- **TVO Arts:** Returning for a second season, *TVO Arts* came back with all-new learning resources for decoding Canadian art. Ideal for Ontario secondary-school students and anyone passionate about exploring the perspectives and techniques behind iconic artworks, *TVO Arts* is an immersive online environment with in-depth videos, analysis, free study guides, and interactive features that are aligned with Ontario secondary curriculum.

## Trusted Current Affairs

We continued to provide our trusted current affairs programming, with some fresh takes on how we deliver our content:

- ***The Agenda with Steve Paikin*** was back for its 18<sup>th</sup> season this year. While the show was off the air due to the work stoppage, we reviewed our current programming structure and re-examined how we wanted to tell the stories that are important to Ontarians. The result was a pivot to a more visual, more ‘in the field’ style of storytelling.

Each program starts with Steve doing what he does best – digging into the latest issues happening across the province alongside leading experts, policymakers, and fellow journalists. After that, we turn our focus over to Jeyan Jeganathan as he goes across the province to bring back stories that reflect the diversity of our lives and the work that we do. It’s about reflecting Ontario – back to Ontarians.

The result for the audience is a great inside/outside combination that brings the best of what’s happening both in studio and in the field. This format has opened more innovative thinking in how we can tell stories; it has also been a great opportunity for our producers to improve their skills and expand on their creativity.

- Thanks to the support of The Wilson Foundation, we continued with our public affairs series, ***TVO Today Live with Steve Paikin***, that looks at the state of democracy locally, nationally, and globally. This year, we hosted two sold-out events:
  - The Toronto Mayoral Debate in partnership with the Toronto Region Board of Trade, where key issues were debated such as housing affordability, transit, access to city services, and economic growth.
  - Samantha Bee, renowned comedian, joined us in Ottawa for a conversation on culture, politics, and satire, also known as ‘politics and punchlines.’
- ***The Thread with Nam Kiwanuka*** kicked off its second season, inviting authentic conversation and connection with Ontarians. What began as an experiment in season one has now become a valued component of TVO’s current affairs programming as a platform for the lived experiences of social issues across the province such as doctor shortages, the loneliness crisis, and digital privacy.

Our content appears on our website, TVO.org, which is home to feature articles, commentary, and analysis, along with regional Hubs and beats coverage – all with an Ontario focus.

## TVO in the Community

TVO has made significant inroads this year in creating impact both within the province and beyond our borders. It's about *how* and *where* we engage so we can share the TVO story in compelling ways – both to our existing and untapped audiences alike. This is where we find opportunities to expand our reach and build relationships – both in our community efforts (such as outreach campaigns and trusted partnerships) and in creative and digital ways (such as brand awareness and digital optimization).

### Outreach

This year, our Outreach team met with more people than ever, making connections and building relationships.

The team's focus has evolved from an educator- and classroom-centric approach to a more diverse community partnership approach. This shift has resulted in new connections and relationships with identified underserved groups, including Indigenous communities, newcomers, underserved racialized communities, and 2SLGBTQI+ communities. Here are some highlights:

- **Camino Wellbeing and Mental Health's OK2BME Conference:** This organization provides tailored resources and services to empower underserved youth (2SLGBTQI+, refugee, and newcomer communities) to thrive and reach their full potential.
- **Matawa Education Conference:** Attending as presenter and exhibitor, the Outreach and Mathify teams successfully established direct connections with more than 100 influential decision-makers within the Matawa First Nations education communities, and significantly increased the participants' awareness and engagement level of TVO products. Participation at this conference represented a fundamental shift in the TVO's Outreach plan and marked the inaugural direct presence and involvement of TVO within First Nations education communities in Northern Ontario.
- **PowerUP Conference (Ontario Association of Children's Aid Societies):** This event focuses on empowering Black-identifying youth aged 13 to 21 who are in care or connected to Children's Aid Societies in Ontario. This conference marked the Outreach Team's continuous commitment to serving Black communities and deepening the partnership with CAS.
- **Council Agencies Serving South Asians (CASSA):** CASSA is an umbrella organization that supports and advocates on behalf of existing and emerging South Asian agencies, groups, and communities. Through the event, the Outreach Team continued its commitment to building partnership with grassroot-connected community organizations and serving the diverse underserved South Asian communities.

## Partnerships

TVO's partnerships support our efforts to connect with communities that reflect the diversity of our province. These partnerships help us to broaden our reach and amplify the stories that need to be told: **the Association of Municipalities of Ontario, The Rural Ontario Municipalities Association, Ontario Small Urban Municipalities, The Toronto Board of Trade, and the Council of the Great Lakes Region** are among the organizations that we've joined forces with.

Last year, we entered into a partnership with the **National Basketball Association (NBA)** to create co-branded, basketball-themed online learning content designed to engage and educate students in Ontario, including under-resourced and diverse communities, from kindergarten to Grade 12. We developed 26 engaging and skill-based content modules based on 6 skills (teamwork, digital literacy, inclusion, innovation, social emotional learning, and data analysis). Poll surveys have shown us that our users (students, educators, and caregivers/parents) have considerable interest and appreciation for the interactive learning experiences, the mascots, and the strong connection with sports.

For the third year in a row, TVO participated in the **Black Student Summer Leadership Program**, an initiative led by **Toronto District School Board's Centre of Excellence for Black Student Achievement (CESBA)**. The program connects students who self-identify as African, Afro-Caribbean and/or Black with organizations such as TVO for experiential learning. This year, we hosted 15 students who learned from our amazing teams through workshops, mentorship, assignments, cross-collaboration, and networking. This hands-on learning and exposure to journalism, content creation, education, media, and technology gave the students lots to think about in terms of potential career pathways.

## Brand Awareness

As identified in our Strategic Plan, we have placed intentional focus this year in establishing messages, creative, and initiatives that will resonate with our target new audiences, particularly the 25–45-year-old demographic. This group is critical both in delivering impact to our underserved communities and in securing future donors and self-generated revenue as TVO's older audience continues to decline. Increasing the relevance and emotional connection to the TVO brand amongst this group is critical to building awareness and engagement with our products, the first step in generating impact on individuals and the community.

Measures of success in this work include:

- Increasing awareness of TVO programming and content in this age group, especially among New Canadians
- Increasing engagement (usage of at least one program or product) amongst this group and their families

With this in mind, our Impact Division focused on three key opportunities in 2023-24 where we believed it was possible to begin to move the dial with the 25–45-year-old demographic:

- **ILC Branding:** This was the first time ILC was supported by a comprehensive brand campaign, with initial testing in transit locations around the Greater Toronto Area. TVO's roots are with digital learning, and we needed to ensure that Ontarians and other stakeholders (such as schools and school boards, at home and internationally) are aware of our core value and benefits to them. This campaign has helped to set the stage for next year's initiatives.
- **TVO Brand Campaign** – Launched in March 2024, this campaign communicates the potential impact of TVO on any Ontarian by showcasing the transformative power of our products as catalysts for learning and growth. The campaign targets the 25–45-year-old group through a variety of channels with creative that is fresh and unexpected from TVO.
- **TVO Telethon:** This two-day event with pre- and post-event promotion was an opportunity to connect with TVO's existing and growth audiences. We were successful in our goals of creating awareness of TVO's status as a social impact charity, in raising self-generated revenue for reinvestment into our products and programming, and in securing new donors (61% of the Telethon donors were new donors).

## Digital Optimization

Branding is about delivering the right message, while digital optimization ensures it reaches the audience effectively. This year we focused on optimizing the digital user experience and bringing consistency to TVO's digital platforms as we strive to become a digital-first organization.

The digital channel optimization (DCO) team oversees TVO's digital presence, including on TVO.org, smart apps, podcast platforms, and YouTube, which are essential for reaching our target audiences.

This year, we made significant strides in content optimization and audience engagement, with a strong emphasis on YouTube, the primary platform for our growth audience. Subscribers are crucial for TVO as they signal interest in future content, ensure new videos appear on homepages, and enhance our visibility through YouTube's recommendation engine. This increase in subscriptions has driven organic growth, reducing reliance on paid promotion.

Subscribers also provide valuable data, allowing us to engage them within the TVO ecosystem, introduce them to other programs, and inform them about supporting TVO through donations and sponsorships.

The DCO team continues to enhance findability, accessibility, and overall customer experience. Our efforts aim to optimize content for top search engines and recommendation tools, ensuring accessibility across all platforms for all Ontarians.

## Our People

TVO's workforce strategy is rooted in a culture that places employees at the core of our mission. Being able to contribute to our purpose – to inspire learning that changes lives and enriches communities – is a big draw for candidates and a source of inspiration for employees. To that end, we are committed to elevating employee engagement and connectivity within the organization. Our strategy is focused on three areas of priority: culture and employee engagement, training and development, and diversity, equity & inclusion.

### Culture and Employee Engagement

2023-24 included a work stoppage that lasted for 11 weeks. It was a time of uncertainty that reverberated throughout the organization. As a response, we implemented programs and initiatives aimed at rebuilding and fostering open and honest communication, collaboration, and continuous improvement. Recognizing the importance of this work, we held listening sessions with all levels of the organization to support and guide us in this journey. We have worked hard to re-establish the bond between management and employees, and we are on a positive path to strengthening our relationships.

Our hybrid work environment also helps to build a sense of community. We understand the importance of in-person collaboration and communication, while also recognizing the value of flexible working arrangements. We continue to assess and adjust our hybrid work model to meet the evolving needs of TVO and harnessing technology to enable seamless collaboration between in-office and remote team members.

### Training and Development

Everyone from front-line employees to senior leaders share and demonstrate a commitment to training and development. We offer support through our Employee & Leadership Development Training Programs, with the primary goal of equipping our employees and leaders with the skills, knowledge, and resources they need to succeed in their respective roles. The investment in leadership development is crucial for TVO's success, resulting in tangible benefits such as increased productivity, employee satisfaction, and adaptability to change.

Similar to how TVO aims to inspire learning across the province, we strive to model and cultivate this same mindset in the workplace. Every TVO employee devotes themselves to at least five days of learning throughout the year, and we exceeded our goal with over 19,000 learning hours achieved. Our employees are truly lifelong learners who make their professional development an ongoing priority.

### Diversity, Equity & Inclusion (DE&I)

Our three-year Diversity, Equity & Inclusion action plan remains at the core of our commitment to fostering an environment where everyone feels a sense of belonging and

safety. It is our aim to ensure that every voice is valued and heard, and where employees can bring their whole selves to work and thrive.

We actively implemented opportunities for our employees to connect and share insights, including the listening sessions held across the organization. We leveraged the diversity of perspectives and voices to enable us to be better together.

By fostering an environment where employees feel valued, engaged, and equipped to contribute to TVO's success, we achieve a standard of excellence in our organizational practices.

## Performance & Financial Summary

### Performance Measurements

The January 23, 2024 letter of direction from the Minister of Education sets out priorities and expectations for TVO for the 2023-24 fiscal year in support of lifelong learning through quality, digital-first educational resources and programming.

In addition to Minister's letters, TVO implements a yearly process to set annual targets and measure performance that are cascaded to all areas of our operations. We ensure that all employees are aligned and focused on our priorities, which have a measurable impact on the success of TVO's business plan. Performance Contribution Objectives (PCOs) are tracked on an ongoing basis, including a quarterly review with our senior leadership team and our board of directors. The progress and achievement of these PCOs are also a key part of TVO's compensation strategy.

In 2023-24, we successfully delivered on TVO's performance measurements, including the following organizational achievements:

- \$11.2 million earned in self-generated revenues
- 415k subscribers to identified YouTube channels
- 79% of full-time positions were filled within 40 days of posting
- 74% positive response rate on the TVO ILC customer experience survey
- 100% of employees achieving five learning days

### Accountability

TVO follows all applicable legislation, regulations, directives, and policies, including those Agency Directives issued by Management Board of Cabinet and the Treasury Board Secretariat.

- TVO prioritizes transparency and accountability in our reporting: our financial statements and annual reports are posted on our website, along with business plans, Minister's letters of direction, TVO's policies and standards, and our expense disclosures.
- TVO has a robust risk management framework in place including a quarterly risk assessment of revenue and project spending risks. In addition, risk mitigation action plans and ongoing controls have been implemented for all appropriate risks. TVO aligns with the Enterprise Risk Management Directive, the Risk-Based Approach and Risk Reporting Under the Agencies and Appointments Directive, and the OPS Enterprise Risk Management Framework provided by the Management Board of Cabinet and the Treasury Board Secretariat.

- TVO complies with all applicable direction related to supply chain centralization, accounting practices, and realty management.
- TVO prioritizes data, privacy, and cyber security with a strong commitment to protecting the confidentiality, integrity, and availability of information. We comply with the Digital and Data Directive, which includes requirements for digital service design and delivery, and open data. We also have in place a Privacy Framework (internal and external Privacy Statements), along with robust cybersecurity controls that include a suite of powerful tools to ensure security measures, regular evaluation of our security protocols to stay ahead of evolving threats, and ongoing staff training to ensure good online habits.
- TVO complies with the Governance and Management of Information and Data Directive in how we maximize the value and use of government information by ensuring that information and data are managed as strategic enterprise assets.

### TVO's Record of Financial Stewardship

As a public service agency, TVO is proud of our track record of prudent financial stewardship. We receive 80% of our funding from the Province of Ontario. Each year, TVO pursues self-generated revenues in addition to finding new savings to offset inflationary pressures. This financial sustainability has created the capacity for targeted investments that have allowed us to deliver on our 'digital first' strategy.

### Self-generated Revenue

In addition to funding from the government and the generous support of our donors, TVO relies on self-generated revenues from TVO ILC. We continue our momentum in our partnership-building efforts, expanding into net new markets internationally such as Latin America, Asia, and the Middle East. We have also increased the number of enrolments of international affiliate students (i.e., those enrolling with ILC through our affiliate partners) by 33% over last year.

Net new partnerships in the Ontario secondary school space were formed to further promote TVO ILC's offerings, working with a growing number of Ministry-inspected private schools and public funded school boards to expand the schools' course offerings to their students.

### Philanthropic Revenue

In 2023-24, TVO was fortunate to be supported by nearly 20,000 individual donors. Of those, 7,800 are monthly donors, whose contributions totaled more than \$1.5 million for the year.

We also received a generous gift from **The Wilson Foundation**, whose mission is to strengthen and enrich Canada in education, leadership, community, history and heritage,

and public service. Their continued support of the event series, *TVO Today Live*, helps convene important discussions on the future of democracy.

This year, we hosted the TVO Telethon over two days in March 2024. Ontarians were invited to tune into the broadcast or join the stream online for a front-row seat to our thought-provoking content with a goal to foster a spirit of curiosity and inquiry. The continued support of **The Barry and Laurie Green Family Charitable Trust** helped to make the TVO Telethon a success.

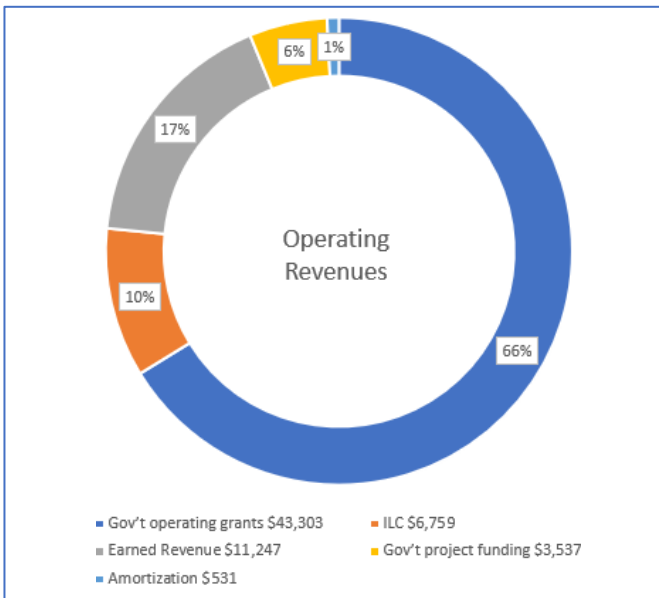
TVO celebrated another remarkable year acquiring new one-time and monthly donors, with our efforts yielding a 29% increase in new one-time donors compared to the previous year, and more than 600 new monthly donors, representing more than \$10,000 in support of TVO.

Our 2024 TVO Calendar, featuring captivating landscapes and wildlife images from our documentaries, generated over \$215,000 in support of TVO's mission. This achievement involved 2,800 donors, including 124 new donors, representing an 8% increase compared to last year's campaign.

### Highlights from TVO's Audited Financial Statements

Adhering to financial and accounting best practices, TVO ensures that we operate within our available financial resources. Managing expenditures and improving our competitiveness are top priorities; to do this, our aim is to grow our revenue streams for reinvestment in TVO and focus resources to achieve financial sustainability.

This year's operating revenues reflect government operating grants and contracts, ILC course fees, and revenue from donations and sponsorships, as well as one-time gifts supporting initiatives such as the TVO Telethon and *TVO Today Live with Steve Paikin*. Operating expenses show TVO's investment in strategic priorities such as our digital learning resources, current affairs journalism, and programming.



*Financial information provided in this section are based on the 2023-24 audited financial statements. For the complete 2023-24 audited financial statements please click [here](#).*

## Celebrating our Donors

As a registered charity, we place a high priority on responsible and intentional stewardship of donor and public funds with which we are entrusted. We are tremendously grateful to the thousands of Ontarians who donate to TVO. Every gift helps us move the dial on our purpose: to inspire learning that changes lives and enriches communities.

### Leadership Circle

We are honoured to recognize the following supporters who gave a philanthropic gift of \$1,000+ between April 1, 2023 and March 31, 2024 – also known as TVO’s Leadership Circle of donors.

<b>\$100,000</b>		<b>\$25,000 – \$99,000</b>	
Lunn Red Wilson (Wilson Foundation)		Barry & Laurie Green Family Charitable Trust Mirvish Productions	
<b>\$15,000 – \$24,999</b>			
Brian McLatchie			
<b>\$5,000 – \$14,999</b>			
William E. Barnett John & Judith Grant Mona Levenstein Nona Macdonald Heaslip		The Norman and Margaret Jewison Charitable Foundation Edna Powers The Norman and Mary Warner Fund Elizabeth Watkinson	
<b>\$1,000 – \$4,999</b>			
Ms. Susan M. Arbuckle William Armour Nadira Baksh and Zahir Wright Karen Barootes Barbara Bemrose Erika Biro Sandra Boswell Candace Brown Gwen Brown Phyllis and James Brown Family Fund Thomas Bunker Bruce and Edda Burchart Connie Carter Kenneth Christian Donald & Sylvia Claydon Christine Clement Barbara & Paul Clifford Gisele Cline	Andrew Greenlaw The Betty and Joe Gray Family Foundation Lorne Griffith in memory of Mrs. Rachile Griffith Joanne & Fred Groch Wolfgang Hagenhofer Alice Haigh Vic and Marion Hepburn David & Sandra Hersey April & Norbert Hoeller Margaret Hollingsworth David and Mariella Holmes The Kitchener and Waterloo Community Foundation Hughrairie Fund Larry Hum Leonard Hutchison Peter Irwin	Ron and Teresa McRae Thomas Moon and Patricia Turk Alice J. Morgan Carol and Morton Rapp Susan Muir James O. Murray Robert J. Muscat W. Danial Newton Constance Nozzolillo Brian O'Malley Gerald Parowinchak Mitch Patten Hazel Patterson John and Maire Percy Adrian Poplawski Charles Price Cecelia Quarrington Sarah Ragalyi	

Barb and Cody Cooper	Jackman Foundation	Ann K. Reynolds
Chris and Susan Corbin	Donald Jordan	Patrick Rogers
Edward Crighton	Percy Jordan	Lynn Romagnoli
Bryan and Connie Crutcher	Joy Atherton Fund	David Ross
Jim Daniels	Dr. Elaine Keillor	Nick and Lynn Ross Charitable Foundation
Professor K. G. Davey, OC	Audrey Kenney	Dennis Round
Chris Day	Diane King	Kathryn Rumbold
Bev & Jane Dekay	Jill Kitchen	Go Sato
Lisa and Jim de Wilde	W.C. Kitchen Family Foundation	Ada Scott
Robin & Barbara Dorrell	R & M Lang Foundation	N. L. Shuttleworth
Janet Douglas	Mr. J. Laughton	John Sinclair
David Feeny	Janice Lawrence	Tom A. Skinner
Russell Finch	Beverley A. Leaman	Dr. Della Stanley
Ken Flood	Nancy Leclerc	Stratcom
Forest City Storage	Catherine Leitch	Bruce Sugden and Annique Boelryk
R. Dalton & Susan M. Fowler	Michael P. Leo	Gerald Sutton
John & Alda Futhey	Louise Leonard	Lubna Syed
Peter Garstang	David & Linda LeRoux	N.A. Taylor Foundation
Linda Gellner	Susan G. Levesque	Elvira Vali
Zeena George	Howard Lichtman	Ernest Vanderschot
Bruce D. Gill	Geraldine Lloyd	Arthur Watson
Risa Gluskin	Patricia Macdonald	Gertrude E. Watson
Blake Goldring	Maria Maingot-Douketis	J. Watson
Philip Gosling	Kerry Marshall	F. Jean Wheeler
Suzanne Graham	Patricia L. Maurer	George Whetham
E. L. Gray	Robin P. McComb	Larry Williamson
Frank & Leigh Greaves	Elizabeth McDonald	R. M. Wintle
Andrew Green	Joyce McMurray	Tedd Zurbrigg
	Don McMurtry	
	Nancy A. McNeil	

### The Honourable William G. Davis Legacy of Learning Circle

We are deeply grateful to those donors who have remembered TVO with a gift in their will, including The Estate of Elizabeth Kohari (over \$63,000), Rosemary Norris (over \$40,000) and Catharine Robus (over \$25,000). Their forward-thinking generosity will make a lasting difference for generations of Ontarians in the years to come.

The Estate of Edward James Adams	The Estate of Alvaro Figueredo	The Estate of Ernest Munroe
The Estate of Barbara M. Adams	The Estate of John Miles M. Fincham	The Estate of Carol Yvonne Murchison
The Estate of John Alexander	The Estate of Barbara Ford	The Estate of Nora Murchison
The Estate of Beryl Arnold	The Estate of Beverly Jean Gill	The Estate of Rosemary Norris
The Estate of Louise Lawrie Arnott	The Estate of Stanley Gold	The Estate of Yvonne Natalie Ogg
The Estate of Janet Basmadjian	The Estate of Verna Blanche B. Grant	The Estate of Ian Ogilvie Wallace
The Estate of Edna Beange	The Estate of Henrietta Green	The Estate of Arthur I. Parker

The Estate of Roy John J. Beckstead	The Estate of Diane Gribben	The Estate of Frank Peers
The Estate of Florence Margaret Bendig	The Estate of Hazel Guignard	The Estate of Margaret Phillips
The Estate of Nellie Berkes-Szucs	The Estate of Norman Hain	The Estate of Emily M. Pinfold
The Estate of Myrtle Collyne Blair	The Estate of William Harkins	The Estate of Winifred Potter
The Estate of Maureen Elizabeth Blair-Leighton	The Estate of George T. Harrap	The Estate of Donald Williamson Pounder
The Estate of Ruth Bolt	The Estate of Walda Janson	The Estate of Dora Powell
The Estate of Thelma Juanita Bradley	The Estate of Rose Ila Jaques	The Estate of Maria Pulles
The Estate of Alexandra Brody	The Estate of Vivien Mary Jenkinson	The Estate of Cornelius Antonius Maria Pynenburg
The Estate of Ian Alfred Brookes	The Estate of Lynette Daphne Jones	The Estate of Patrick David Vernon Rickards
The Estate of Katherine Bruechle	The Estate of Ann Louisa Kalmisto	The Estate of Cynthia Mary Robertson
The Estate of Peter Burke	The Estate of Ellen Joan Kates	The Estate of Catharine Robus
The Estate of Patricia Burnett	The Estate of Margaret Joan Kennedy	The Estate of Pnina Rosenberg
The Estate of John Hartman H. Carr	The Estate of Margaret Kinghorn	The Estate of Paula Roth
The Estate of Zoe Chilco	The Estate of Joseph Koenig	The Estate of Margaret Sampson
The Estate of Anna Dorothy Clapp	The Estate of Elizabeth Kohari	The Estate of Sidney Samuels
The Estate of Sylvia Loraine Claydon	The Estate of Marianna T. Korman	The Estate of Ralph Scotten
The Estate of John William Cook	The Estate of Thomas Gerald Lake	The Estate of Karoline Seniw
The Hugh James Corcoran Memorial Trust Fund	The Estate of John Paul Lantrie	The Estate of Peter Serkowney
The Estate of Brian H. Cousins	The Estate of Rosamond Virginia Leach	The Estate of Marilyn Silverman
The Estate of Doreen Curry	The Estate of Anthony Lieb	The Estate of Helen A. Slonetsky
The Estate of Ronald A. Dancey	The Estate of Audrey Estelle Little	The Estate of Robert Swartman
The Estate of Heather de Veber	The Estate of Christine L. MacDonald	The Estate of Katharine P. Symons
The Estate of Louise Jean DeCecco	The Estate of Constance Vivian MacDougall	The Estate of Insup Taylor
The Estate of Vera D. Denty	The Estate of Kenneth Angus MacKenzie	The Estate of Sharon Lynn Thibodeau
The Estate of Harriet Irene Domnas	In Memory of John and Dorothy Martin	The Estate of Elizabeth Jane Thomas
The Estate of Brian Dowling	The Estate of Theresa Marie Marzalik	The Estate of Ruth Ward
The Estate of Joan Doris Draper	The Estate of Rosalie K. McCreddie	The Estate of Roy Edwin Waters
The Estate of Carl Durst	The Estate of Daphne McMullan	The Estate of John Gilbert West
The Estate of Frances Eastman	The Estate of Barbara Elizabeth Mercer	The Estate of John Henry Wiens
The Estate of Lyyli Elliott	The Estate of Donald W. Middleton	The Estate of Alvira Irene Wigle
The Estate of Patricia C. Ellison	The Estate of Cora Maria Moore	The Estate of Robert Willmott
The Estate of Colin J. Everett	The Estate of Donald Bruce Morrison	The Estate of Kenneth Albert Wiltshire
The Estate of Constance Isabel Fetchison	The Estate of Margaret Mullin	The Estate of Marion Wolstein
	The Estate of Grant Munro	The Estate of Mitchell Wywiorski

## Executive Team

TVO's executive team leads the organization in delivering excellence in all that we do.

<b>Jeffrey L. Orridge</b>   Chief Executive Officer	<b>Jennifer Hinshelwood</b>   Chief Operating Officer
<b>Lara Barlow</b>   Vice President, Impact	<b>John Ferri</b>   Vice President, Programming & Content
<b>Cathy Jung</b>   Vice President, People & Culture	<b>Owen Lambert</b>   Vice President, Digital & Innovation
<b>Mitch Patten</b>   Vice President, Corporate & Community Affairs	<b>Popi Xanthos</b>   Vice President, Finance & Corporate Services

## TVO Board of Directors (as of June 27, 2024)

TVO's Board of Directors governs the activities of the organization's executive team while ensuring value for all Ontarians.

<p><b>Chris Day</b> President of Winston-Wilmont, Inc. (Ottawa)</p> <p><i>Chair of the Board</i> First appointed: Aug 29, 2019 Current term ends: Aug 28, 2025 (Appointed to chair as of Jan 9, 2020)</p> <p>Honorarium: \$6,475</p>	<p><b>Ravina Bains</b> Vice President of Canadian Business Banking &amp; Scotia Wealth Management Sales Integration (Toronto)</p> <p><i>Vice-Chair; Chair of Finance &amp; Risk Management Committee</i></p> <p>First appointed: Apr 16, 2020 Current term ends: Apr 15, 2025</p> <p>Honorarium: \$1,700</p>	<p><b>Andrew Brander</b> Vice President at Crestview Strategy (Toronto)</p> <p>First appointed: Oct 12, 2023 Current term ends: October 11, 2025</p> <p>Honorarium: \$700</p>
<p><b>Aaron Campbell</b> Vice President at LCBO &amp; Board Chair of Ontario Creates (Toronto)</p> <p><i>Member, Governance Committee</i></p> <p>First appointed: Feb 23, 2023 Current term ends: Feb 22, 2025</p> <p>Honorarium: \$1,137.50</p>	<p><b>Thérèse Culnan</b> Executive Financial Services professional (Innisfil)</p> <p><i>Member, Finance &amp; Risk Management Committee</i></p> <p>First appointed: Aug 6, 2020 Current term ends: Aug 5, 2025</p> <p>Honorarium: \$1,662.50</p>	<p><b>Katlyn Harrison</b> Vice Chair of Summa Strategies (Ottawa)</p> <p><i>Member, Digital Transformation Committee</i></p> <p>First appointed: Oct 12, 2023 Current term ends: Oct 11, 2025</p> <p>Honorarium: \$875</p>
<p><b>Mark Lawson</b> Vice President of Communications &amp; External Relations at Therme Group Canada (Toronto)</p> <p><i>Chair of the Governance Committee</i></p> <p>First appointed: May 7, 2022 Current term ends: May 6, 2025</p> <p>Honorarium: \$1,925</p>	<p><b>Stephanie Lu</b> Founder of LearningPal.org (Toronto)</p> <p><i>Chair of the Digital Transformation Committee, and Member, Finance &amp; Risk Management Committee</i></p> <p>First appointed: Aug 29, 2019 Current term ends: Dec 14, 2024</p> <p>Honorarium: \$2,275</p>	<p><b>Patrick Rogers</b> CEO, Music Canada (Ottawa)</p> <p><i>Member, Finance &amp; Risk Management Committee and Digital Transformation Committee</i></p> <p>First appointed: May 6, 2021 Current term ends: May 29, 2026</p> <p>Honorarium: \$1,750</p>
<p><b>The total honorarium paid to the Board in 2023-24 was \$18,500. This amount is based on levels of remuneration set by the Lieutenant Governor in Council.</b></p>		